



ICN Victoria Annual Report 2021-22



Industry Capability Network Victoria Annual Report 2021–22

Published by

Industry Capability Network Victoria

Level 11, 10 Queens Road

Melbourne Vic 3004

Tel +61 3 9864 6700

Email info@icnvic.org.au

icnvic.org.au

ABN 20 007 058 120

© Industry Capability Network (Victoria) Limited 2022. This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act 1968.

We acknowledge the Traditional Owners of Country throughout Australia and pay our respects to Elders past, present and emerging.

FOLLOW US  @ICNVIC

Contents

ICN Victoria	2
Year in review	3
Performance highlights	4
Our strategic priorities	6
Message from the Chair.....	7
Our Culture Code	8
Message from the CEO	9
Our Executive Leadership Team	10
Governance	11
Our Board of Directors	12
Governance structure	14
Operations	15
Organisational structure	16
National network	18
Value creation	19
Our business performance	20
Our local successes	22



Our purpose

We connect local businesses to project opportunities and provide advice to **help local win.**

Who we are

Industry Capability Network Victoria, an independent organisation supported by the Victorian Government, has been working for local industry since 1984. We were founded on the principle that local businesses, especially small and medium-sized enterprises, should be given full and fair opportunities to compete for work on major projects, aided by local capability considerations. In turn, this helps create jobs by encouraging industry to first think local, social and sustainable in all procurement decisions.

Funded predominantly by the Department of Jobs, Precincts and Regions, and led by our Board of Directors and Executive Leadership Team, ICN Victoria is the trusted government procurement partner, administering the Local Jobs First Policy and the Social Procurement Framework. ICN Victoria delivers Victorian employment and socio-economic outcomes, and makes a difference by engaging local industry and stimulating local connections and jobs in Victoria and Australia.

What we do

ICN Victoria provides specialist industry and policy support and advice to help connect local business to project and networking opportunities within Victoria and throughout Australia.

ICN Victoria works closely with the Victorian Government in undertaking local capability and supply chain assessments to support and provide advice for policy.

ICN Victoria is responsible for managing end-to-end policy implementation activities, including monitoring and reporting.

Our teams across Victoria work to:

- activate local industry engagement and connections
- provide advice on the Victorian Government's Local Jobs First Policy and Social Procurement Framework
- maximise local, social, sustainable and employment outcomes for project opportunities.

With the shared goal of supporting positive outcomes for the Victorian economy, ICN Victoria works across all levels of government and industry to:

- connect local suppliers to their local government authorities and project opportunities, such as precincts, urban revitalisation and community clubs
- advocate for social and sustainable procurement initiatives to improve social and economic outcomes within businesses and councils
- assist with the creation of local industry engagement policies and compliance with the Local Jobs First Policy.

A blue-tinted photograph of a 3D printer's nozzle printing a lattice structure on a reflective surface. The nozzle is positioned above the lattice, and the entire scene is reflected on the surface below. The background shows the internal components of the printer, including a fan and various cables.

Year in review

Performance highlights

ICN Victoria's activity across the procurement phase is captured in the performance highlights for the reporting period 2021–22. There has been significant growth of projects with Local Jobs First Policy implications and business connections across the Gateway, VMC and our online channels. This shows how ICN is the connecting channel for local business to find the next project and source suppliers to meet local content for major projects.

Understanding our customer and stakeholders' real needs across the procurement journey, we work with them sourcing local content and expanding social opportunities. This is how we help local win.

We measure our own performance using both quantitative and qualitative benchmarks including customer satisfaction, grant agreement performance and financial viability.

"Through ICN we've won work on the Metro Trains Project, the Cross Yarra Partnership, the Level Crossing Removal Project and the Latrobe Valley GovHub."

Suzanne Lewis, Interim CEO, Latrobe Valley Enterprises

"I just wanted to say thank you. I called 20 minutes before close of office hours...I didn't understand what the LIDP and ICN processes and requirements were...You kindly set me up and pointed me in the right direction."

Customer feedback, Metro Trains



Year in review

+2136

New Gateway
registrants

+2701

New
VMC users

12

Events

+45%

LinkedIn follower
growth

+67%

Website visitor
growth

Our strategic priorities

Our success and growth are underpinned by our strategic priorities.

People and culture

ICN Victoria cannot exist without our people. Our organisational structure provides an opportunity for staff to step up to more responsibility, providing personal and career growth. We do this by investing in our staff, including five days leave per year for professional development.

Our Culture Code is becoming more visible and embedded within our teams with the launch of 'Salpulse' – a channel for sharing stories and recognising staff contributions.

Our staff	Progress 2021–22
Staff retention rate	83.3%
Annual absenteeism	4.77%

Data, systems, products and services

Our strategic priority to be recognised as the 'go-to' organisation for local supplier, capability and project insights was recognised when the DJPR supported and adopted our VMC system for reliable project information and measurement for policy implementation.

DJPR mandated the use of the VMC for Local Jobs First Policy reporting of data by all agencies and contractors from 14 January 2022. VMC active user rates has grown by 157 percent.

At financial year end	2020	2021	2022
No. of active registered users	2606	4957	7658

Recognition of efficient VMC service delivery for government policy performance was seen in the demonstrated success through key partnerships with government to deliver policy implementation solutions including:

- Major Transport Infrastructure Authority and DJPR partnership for data collection, contract management and policy performance insights
- DJPR and Department of Treasury and Finance partnership for Building Equality Policy data collection, policy performance and insights.

Customer feedback and effectiveness	Target 2024	Progress 2021–22
Net promoter score	50	32

Governance and financial sustainability

We secured a four-year grant from DJPR to deliver increased job opportunities and small and medium-sized enterprise participation in government procurement through supporting the implementation of the Local Jobs First Policy. In addition, we obtained funding for the implementation of the Social Procurement Framework.

The agreement began on 1 January 2022 (with completion in 2025) and will be monitored with quarterly and annual reporting.

We have developed a growth strategy for the next three years to deliver our target of eight percent revenue growth. In the reporting year we have gained one percent additional revenue.

As part of our structure reorganisation, our policies are under review and will be completed in the next year.

Reach and impact

Our systems measurements are in place through standard operational processes, supported by digital platforms and applications such as our ICN website, ICN Gateway, VMC platform, Survey Monkey, Mail Chimp, Google Analytics, Power BI and Salesforce. In addition, monitoring of our key performance indicators is incorporated into individual workplans.

This year we have significantly grown our audience across channels including VMC, online and social media. Our next focus will be growing the impact and leverage of this audience.

Reach and impact	Target 2025	Progress 2021–22
Government agency VMC users	200	138
Gateway supplier subscriptions	+20K	+2136
Active Gateway users	80%	+25%
Website traffic	20%	+67%
LinkedIn	20%	+45%
eDM open rate for newsletters	25%	23%



Message from the Chair

It has proven to be a landmark year for ICN Victoria. We created a new statement describing ICN Victoria's purpose, **to help local win**. This presents a clear message to industry and our stakeholders about why we exist, and I have no doubt it will resonate across the local business community. In addition, our processes and vision have also been strengthened in the delivery of the ICN Victoria three-year strategy, creation of a Culture Code and the review of our organisational business model provide a strong framework for the team to achieve excellent results in the year ahead.

We continue to work closely with the Victorian Government Department of Jobs, Precincts and Regions to implement the Local Jobs First Policy and Social Procurement Framework. Our people, systems, industry expertise, events program and evidence-based insights position us as the partner of choice for government and industry seeking to connect with project opportunities and engage local industry.

The growth in the pipeline of projects and connections continues to support local jobs across sectors. With \$59 billion worth of new projects announced during the year, the Commonwealth Games announcement and many announcements of significant investments by new and current businesses, it is an exciting time to be part of Victoria's post COVID-19 pandemic growth.

Our processes and vision have also been strengthened

We are pleased to officially welcome Paul Guerra, Chief Executive Officer of the Victorian Chamber of Commerce and Industry as a Director to the ICN Victoria Board. Paul has a wealth of commercial expertise that will undoubtedly be of value to ICN Victoria, and we look forward to working with him.

We would also like to take this opportunity to farewell Dugald Murray as a Director and thank him for his contribution and commitment over the past three years. We wish him all the very best for the future.

I wish to thank the Victorian State Government for the support they continue to provide ICN Victoria to play our role in ensuring products and services can be sourced locally, especially in government projects. I also thank the ICN Victoria staff, particularly our CEO Dianne Smith, for the very positive manner in which they have worked, not just over the past year, but during the entire COVID-19 pandemic period. They have shown a very positive resilience.

Tim Piper AM

Chair, ICN Victoria Board of Directors

Our Culture Code



The ICN Victoria Culture Code is a shared understanding of what matters most, and shapes how we make decisions and work together to advance our purpose. The Code came into effect in July 2021 and is proving a catalyst for recognising the wonderful working relationships we share.

Valuing people

Our focus on people helps us build and sustain strong and ongoing relationships that will have a positive and lasting impact beyond our day-to-day interactions. An inclusive and diverse workforce is fundamental to our success to reflect the communities we serve. We value our differences and seek to provide everyone with the opportunity to thrive and succeed.



"Tariro always ensures there is an opportunity for personal and professional growth within the team, in all roles. She makes it known that our growth, success and development is important to her and shouldn't be something we lose sight of."

Making a difference

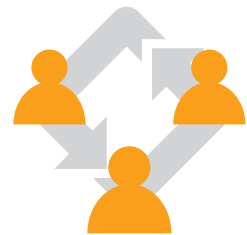
We seek to have a positive and lasting impact. We believe that the work we do makes a real difference. We strive to make wise decisions. We're not afraid of challenges and use our knowledge, expertise and understanding of the environment in which our customers and stakeholders operate to help them achieve their goals. We create a real difference for our community.



"I'm really impressed how welcome Tijana makes clients feel when she engages with them over a video or phone call. No matter what state of mind the client may be in. It really makes a difference."

Succeeding together

We measure our success by the success of others. We seek to understand the real needs of our customers and our stakeholders – and work with them to achieve their goals. We perform better, are smarter and have more fun when we work together. It's our collective wisdom that makes the difference.



"The West Gate Tunnel Project with James, Grant and the regional team, events team, policy team and commercial teams – it was a great team effort to engage with the project, bid phase and delivery. We ran a series of six events regionally. \$500m wins and multiple SME wins."

Acting with integrity

We represent our capabilities honestly and only make promises we can keep – our work setting requires that we act with reliability and integrity. We take this responsibility very seriously and work hard to ensure appropriate confidentiality and respect for the information we are privileged to have access to.



"I've received ongoing support from Nelson in navigating changes to our VMC system and ensuring I can use the system as effectively as possible in my role. He really wants others to be competent and confident in their roles."



Message from the CEO

The past year, while challenging, has been exciting and rewarding for ICN Victoria. We have plenty to celebrate, with highlights that include:

- 98 projects worth \$112 billion registered on ICN Gateway
- 5327 expressions of interest on Gateway connecting business to opportunities
- Our support to 1194 projects registered in Victoria with Local Jobs First Policy outcomes
- A significant increase in our medtech sector capability, including the engagement of a dedicated industry adviser, enabling us to support the successful bid for Moderna's first mRNA production facility at Clayton
- Our supply chain mapping activities to assist with the COVID-19 pandemic recovery effort identifying labour and material shortages
- Our help to activate the Building Equality Policy with a series of webinars to raise awareness and educate the sector
- The launch of our VMC Help Centre in late 2021,

which allows us to offer 24/7 online support to customers

- An additional 2701 new VMC users registered
- 12 events, including our return to in-person events at the Formula 1® Heineken® Australian Grand Prix
- The introduction of significant data collection and reporting capability to our VMC platform, which gives effect to the Victorian Government's Social Procurement Framework policies.

We are proud of what we have achieved together

In the future, we look forward to contributing towards Victoria's hosting of the 2026 Commonwealth Games, with the state's regions set to be the focus.

We also recently formally announced our partnership with Victoria University. This provides an opportunity to embed collaboration and industry connections even further, while providing students with business experience through internship and collaborative research programs.

As an extension to this partnership, we will also be relocating to the new Victoria University City Tower Campus, a sustainable building in the middle of the CBD, in January 2023.

During the year, we reviewed and redesigned our internal operational model, and continue to grow strong with a four-year grant agreement with the Department of Jobs, Precincts and Regions, which was confirmed in 2021.

At the heart of ICN Victoria are our people, and through our organisation redesign we have strongly aligned on shared values and purpose. I look forward to activating our full potential while keeping the focus on local industry, and how we continue to **help local win** firmly at the centre.

As we progress through a post-COVID-19 reality to a hybrid work environment, we have learnt more about each other and our capabilities as a team. We are proud of what we have achieved together over the past year, and we look forward with confidence to meeting the challenges and opportunities of the year ahead.

A sincere thank you to our customers and stakeholders and everyone at ICN Victoria, your effort and contribution is hugely appreciated.

Dianne Smith
Chief Executive Officer

Our Executive Leadership Team



**Dianne
Smith**

Chief Executive
Officer

Dianne is a proud Victorian, passionate about growing industry capability and local jobs with a well-connected business and government network across Victoria. Prior to joining ICN Victoria, Dianne held various senior positions including Chief Executive at the Melbourne Chamber of Commerce and Chief Executive of the Victoria Tourism Industry Council. Her skills include government relations, advocacy and communications, business and industry development, and commercial operational management. Dianne was appointed to the Victorian Ministerial Advanced Manufacturing Advisory Council (2016–2018) and is currently a Director on the Emerald Tourist Railway Board.



**Grant
Jennings**

Customer Products
and Services Executive
Manager

Grant is the Customer Products and Services Executive Manager with ICN Victoria, having commenced as a regional industry adviser. He has extensive background in manufacturing within the construction, technology and medical device sectors. Grant has a genuine passion for Australian manufacturing and the opportunities it provides for innovation and economic growth.



**Tariro
Makwasha**

Customer Strategy and
Development Executive
Manager

Tariro leads ICN Victoria's Development and Customer Strategy, focussing on growth, innovation and building customer relationships and partnerships. With a focus on customer-centred growth, she connects strategy to business outcomes through data, processes and people. Tariro has partnered with state and federal governments on economic development policies, infrastructure investment and road safety improvement strategies, including the Local Jobs First Policy. Tariro draws on her economics, applied econometrics and analytical skills to provide insights and impact assessments across all sectors.



**Kristan
Dooley**

Governance, Marketing
and Systems Executive
Manager

Kristan joined ICN Victoria in July 2022 to lead our corporate services department including systems development, human resources, administration, finance and marketing. Prior to joining ICN Victoria, Kristan worked as the Director Defence and Security for Austrade based in Singapore where she supported Australian small and medium-sized enterprises looking to build export markets. Kristan spent 20 years as an officer in the Royal Australian Navy and the Department of Foreign Affairs and Trade. She has an extensive network of government contacts, including the Department of Defence, Austrade, Global Vic and DFAT, as well as industry bodies including the Australian Industry Defence Network and the Australian Defence Alliance Victoria.

A woman wearing a yellow hard hat and safety glasses is shown in profile, looking down at a tablet device. She is wearing a blue and white plaid shirt. The background is a blurred industrial setting, likely a warehouse or factory, with shelves and equipment visible. The entire image has a blue color overlay. The word "Governance" is written in large, white, sans-serif font across the middle of the image.

Governance

Our Board of Directors



**Tim
Piper AM**

Head – Victoria,
Australian Industry Group

Tim is the Victorian Head of the Australian Industry Group, and ICN Victoria Board Chair. He is also on the Portable Long Service Leave Authority, the ColInvest Board, GSI Board, and the WorkSafe Victoria Advisory Council and Occupational Health & Safety Committee. He sits on several Victorian Government committees covering many areas, including environmental matters, COVID-19 pandemic recovery, the rail industry, skills development and industrial issues. Tim holds an MBA and has practised as a barrister and solicitor in Australia and the United Kingdom and worked as a journalist in television, radio and newspapers. In 2021, Tim was awarded the Member of the Order of Australia for his services to industry and manufacturing, to skills training and to multicultural youth. He has also been an Australia Day Ambassador and was the recipient of the Centenary Medal for services to the business community.



**Ben
Davis**

Victorian Branch
Secretary, AWU

Ben is the ICN Victoria Board Deputy Chair, and the Victorian Branch Secretary of The Australian Workers' Union (AWU). He has also been the AWU Victorian Vice President since 2007. Ben has experience across a range of industries, especially through his 10 years as AWU's Organiser for Victoria. He has a deep passion for major projects and, by extension, the provision of opportunities to local small and medium-sized enterprises through the Local Jobs First Policy.



**Alesha
Printz**

General Manager
Victoria, Engineers
Australia

Alesha is a chartered engineer and the General Manager Victoria of Engineers Australia, Australia's peak engineering association representing around 100,000 engineers. Alesha joined the ICN Victoria Board as a Director in October 2018. She is also a board member at Engineers Without Borders Australia. Alesha has extensive industry experience based on a background in the delivery of major infrastructure projects for Victorian water authorities. One of the motivating factors to become a Board Director at ICN Victoria was the organisation's role in supporting Victoria's economy, specifically through connecting local small and medium-sized enterprises to project opportunities.



**Tony
Mavromatis**

Victorian Branch
State Secretary, AMWU

Tony was appointed as a Director on the ICN Victoria Board in August 2018. Tony is the Victorian Branch State Secretary of the Australian Manufacturing Workers' Union (AMWU). He has been involved in the manufacturing and construction industries for many years and is a long-time member of the AMWU. Tony is passionate about the Local Jobs First Policy and supporting local manufacturing in Victoria.



Dr Gillian Sparkes AM

Victoria's Commissioner for Environmental Sustainability

Gillian is Victoria's Commissioner for Environmental Sustainability and has been an ICN Victoria Board Director since 2014. She is also a board member of the Royal Children's Hospital Foundation, the Country Fire Authority, Chair of FrontierSI and Commissioner on the Victorian Building Authority Board. An accomplished leader in complex stakeholder environments across multiple sectors, risks and settings, Gillian was initially an industrial chemist and later operations manager with BHP Steel and Brambles Cleanaway. After two decades working in industry, Gillian pursued public service, and as an establishing Centre Director for the Commonwealth Enterprise Connect Program from 2008–2010, experienced first-hand the critical role of the ICN in supporting industries and creating jobs. In 2021, Gillian was awarded the Member of the Order of Australia for significant services to environmental sustainability, and to public administration.



Russell Rolls

Board Member

Russell has been a Director on the ICN Victoria Board for over 20 years. He has an extensive history in the heavy resource engineering industry, and as a professional mechanical engineer operated at one of the oldest Australian engineering companies, Jaques Limited. Russell was involved with Clyde Industries Limited, with export operations primarily to Asia, North and South America and South Africa. The focus on local content and strengthening our supply chain has been the core reason for Russell's involvement with ICN Victoria for over two decades.



Paul Guerra

Chief Executive Officer, Victorian Chamber of Commerce and Industry

Paul is an internationally experienced leader, having held managing director/CEO and chair level roles across Australia and the Asia Pacific spanning several key industries. Paul was previously the Chief Executive of the Royal Agricultural Society of Victoria and has held previous roles as Managing Director Asia Pacific for Optum International, the Victorian State Director for Vodafone, and Director and Vice President for Motorola Asia Pacific. Paul holds an honours degree in electronic engineering from Swinburne University, a post-graduate diploma in management with a major in marketing and has completed several short management courses in the United States. Paul is involved in several boards, not-for-profits and start-ups. He is also an Australia Day Ambassador and a proud Victorian.

Governance structure

Board of Directors

Industry Capability Network (Victoria) Limited is a company limited by guarantee, founded on the principle that local businesses, especially small and medium-sized enterprises, should be given full and fair opportunities to compete for work on major projects, aided by local content considerations. In turn, this will help to create jobs by encouraging industry to first think local and social in all procurement decisions.

Our role as a trusted government procurement partner, administering the Local Jobs First Policy, and our work supporting the social and sustainable framework to deliver Victorian employment and socioeconomic outcomes all make a difference by engaging local industry and stimulating local connections and jobs in Victoria and throughout Australia.

We are proud of our people, insights, products and services that build on the strong foundations that have existed for almost 40 years.

The ICN Victoria Board of Directors is committed to achieving and demonstrating the highest standards of corporate governance. Our corporate governance framework and practices are underpinned by the *Corporations Act 2001* (Cth) and ICN Victoria's core governance documents (including our Constitution).

Our approach to corporate governance is based on a set of values and behaviours that underpin day-to-day activities, provide transparency and protect stakeholder interests. The Board and Executive Leadership Team are committed to pursuing excellence in corporate governance, which is fundamental to the Network's sustainability and performance.

The Board plays a critical role in setting the strategic direction, and ensuring a plan is developed to deliver the strategy. The Chief Executive Officer is responsible for executing the Strategic Plan and ensuring we remain a sustainable, influential and innovative organisation while helping local win. The Chief Executive Officer provides timely and effective advice to the Board regarding new strategic imperatives, the development of policy, and monitors our activities against the Strategic Plan. The Chief Executive Officer works with the Board to ensure we meet our legal and regulatory obligations and supports the Chair and the Board in fulfilling its governance role.

A photograph of an industrial setting, likely a manufacturing plant, featuring a large, tightly wound metal coil in the foreground. The coil is being processed by machinery, with various rollers and structural components visible. The background shows more industrial equipment and a safety cage. The entire image is overlaid with a blue gradient, and the word "Operations" is written in white, bold, sans-serif font across the middle.

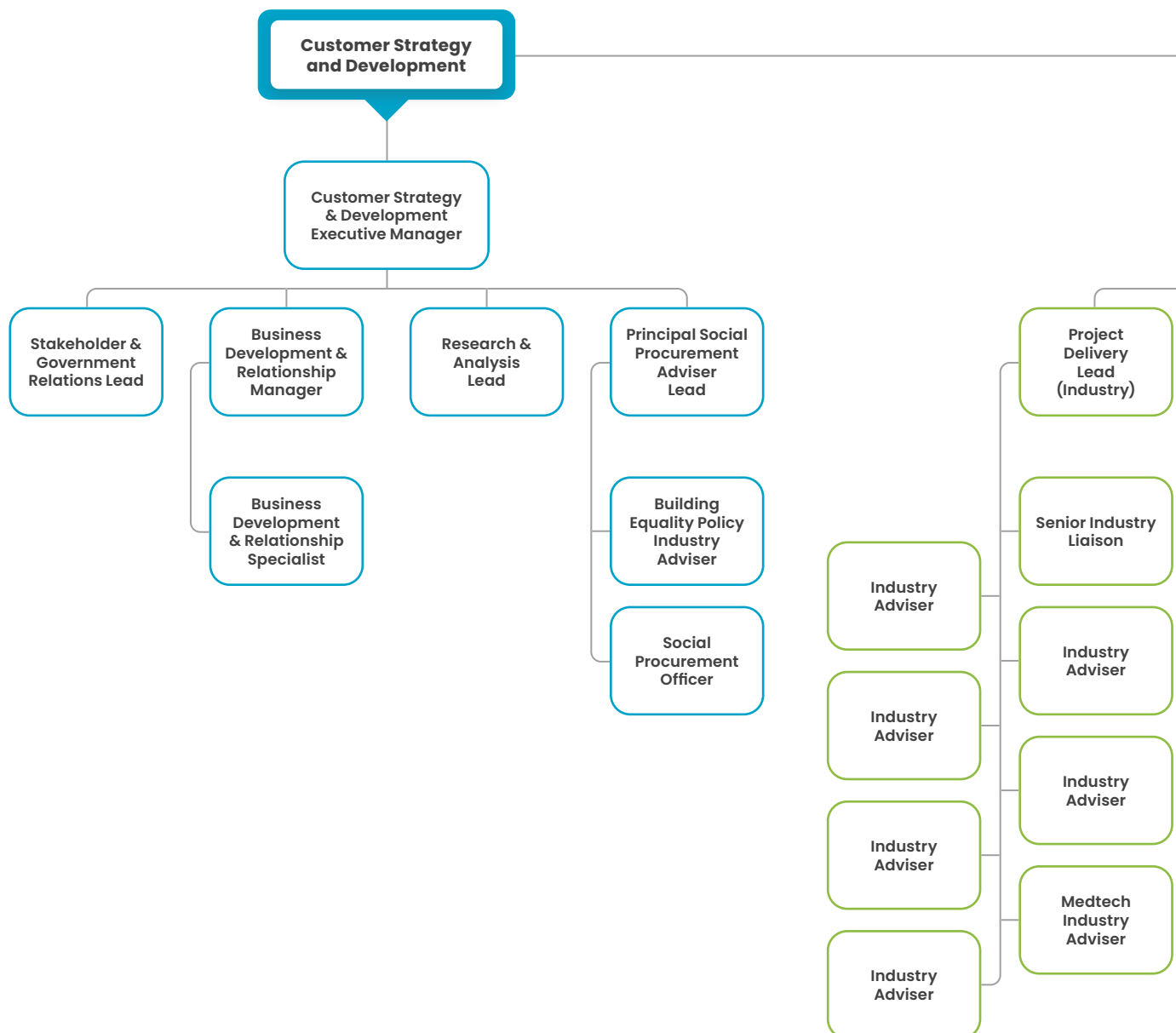
Operations

Organisational structure

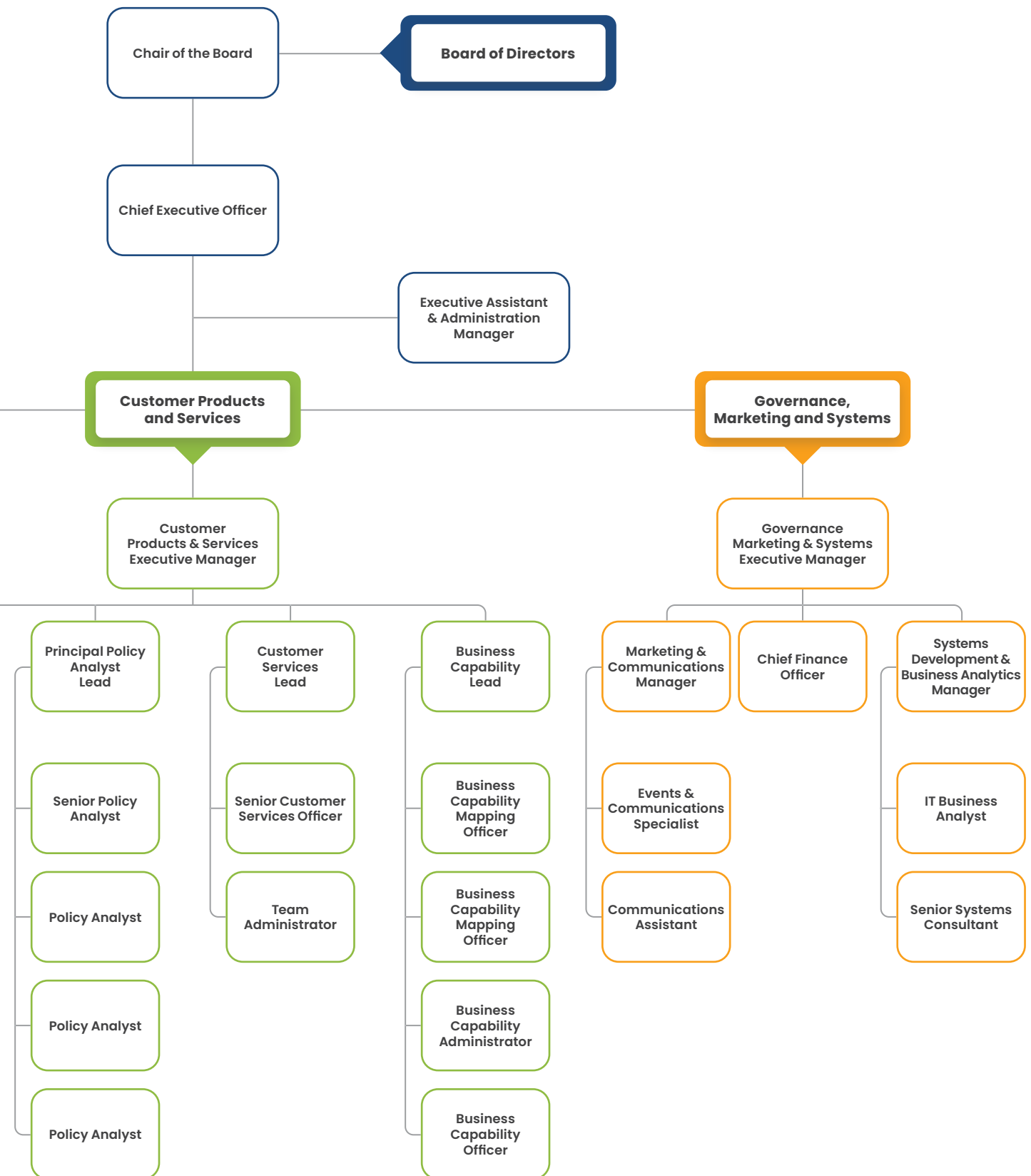
Our people – succeeding together

“At the heart of ICN Victoria are our people,
and through our organisation redesign we have
strongly aligned on shared values and purpose.”

Dianne Smith, ICN Victoria CEO



Operations



National network

ICN Victoria is part of national network of state and territory offices, linked through our brand, and products and services including Gateway.

We provide support and expertise for procurement and supply chain, providing subscribers with advice across a broad range of industries and local markets.

We collaborate across the network and leverage from each office the expertise required, including sharing a series of workshops on the Social Procurement Framework and Industry Policy Participation.

ICN states and territories also come together to represent the network at national events, including the Indo-Pacific Expo, Australian Manufacturing Week and LandForces.



Value creation

Delivering value for our communities and stakeholders is our priority. Our value can be seen through the growth and engagement of our online communities including Gateway and VMC and through our products and services. Our team's capabilities will support the growth of ICN Victoria, together with our value-based culture that reflects our strategic priorities.

Our people

Our Salpulse channel is a new initiative that provides the vehicle for our staff to recognise and engage with each other as we deliver on our Culture Code.

We have seen a five percent growth in our workforce, and 15 percent of our staff have undertaken skills and training as part of their professional development.

Our communities

Our online communities and networks have grown throughout the year, starting with our new website, which was launched in August 2021 and growing with an average of 900 visits per month.

Making connections through social media channels has boomed, growing by 45 percent throughout the period.

Gateway, the portal connecting suppliers to project opportunities and seen by project and procurement managers, has had over 2000 new registrations. Likewise, our VMC platform has continued in its growth, with over 2700 new users.

Supporting the activation of policies and projects saw 12 events viewed or attended by over 2300 participants; and training was delivered to 850 individuals. We helped 96 local businesses via direct consultation.

Our expertise

Our VMC platform has become the mandated portal for measuring policy and project outcomes by the Victorian Government Department of Jobs, Precincts and Regions.

During the reporting period we launched the Building Equality Policy, which attracted over 600 registered attendees.

Our dedicated industry adviser for the medtech sector is creating strong connections to opportunities in health construction, and our supply chain insights are providing government with guidance for decisions that have supported the COVID-19 recovery.

Highlights

20,434

ICN Gateway users

7658

VMC users

136

ICN Gateway workshop attendees

714

VMC workshop attendees

96

Business consultations

2356

Event attendees

8360

ICN Victoria website page views

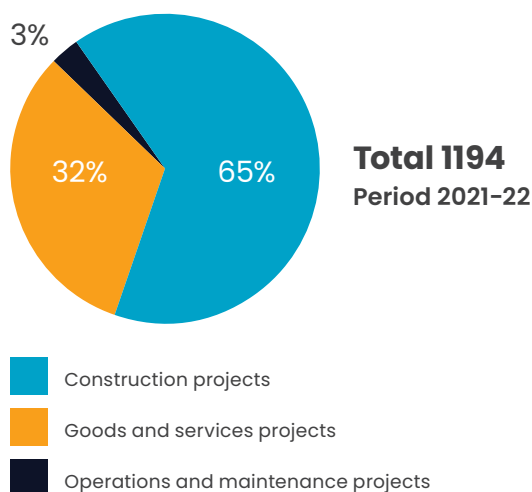
3525

LinkedIn followers

Our business performance

Local Jobs First Policy project registrations

ICN Victoria supported the registration and delivery of strategic and standard Local Jobs First Policy projects during the 2021–22 period to the value of \$233.7 billion.

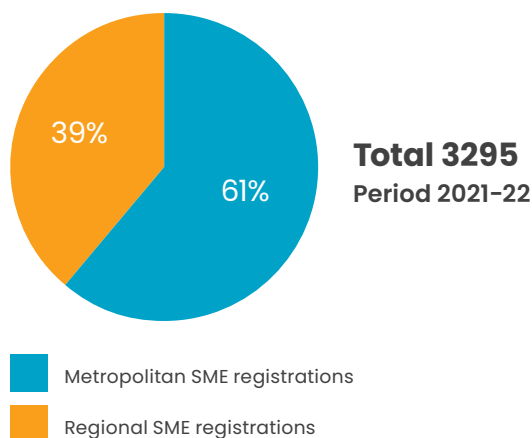


Gateway registrations

ICN Victoria plays an active role in supporting local businesses, particularly small and medium-sized enterprises (SMEs), connecting to government and private projects.

Assisting SMEs to register on the ICN Gateway platform is one of the tangible methods we provide to support SME engagement on government and private projects.








During the reporting period, 3295 new SME connections were registered on ICN Gateway.



Supported projects

ICN Victoria administers the Local Jobs First Policy on behalf of the Victorian Government through understanding and setting minimum local content targets for key projects. We support project bidders and proponents with identifying and engaging local manufacturers and suppliers in support of their bid response or project delivery.

ICN Victoria offers the same support for private projects through leveraging its ICN Gateway platform and other services to assist with maximising the level of local manufacturer and supplier engagement.

	Next Generation Trams
	Inland Rail
	Suburban Rail Loop
	Star of the South
	Marinus Link
	TasNetworks
	North East Link Program

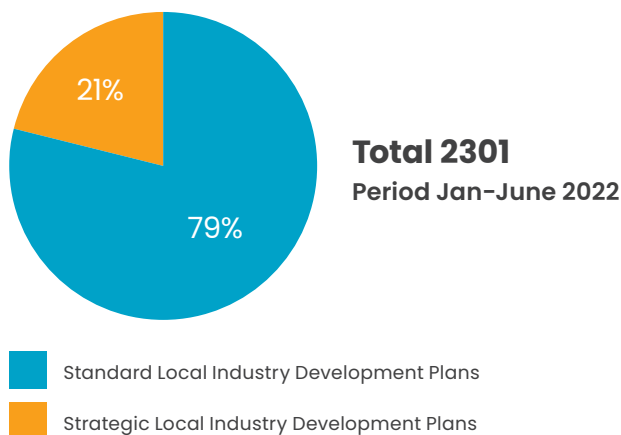
VMC Help Centre

In December 2021, ICN Victoria launched the VMC Help Centre to provide additional online support for Local Jobs First Policy bidders.

The VMC Help Centre provides online support for project bidders with the availability of 24/7, providing guidance to bidders on how to complete their Local Industry Development Plan.

Bidders receive step-by-step support in completing their plans, including a live help centre and comprehensive downloadable FAQs.

During the period January to June 2022, the VMC Help Centre supported the completion and submission of more than 2000 Local Industry Development Plans.



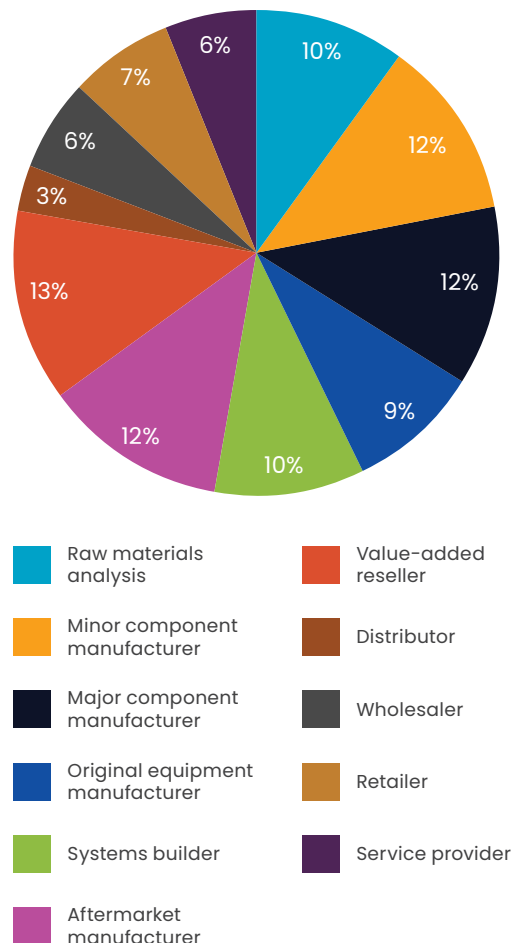
Industry sector analysis

To assist local industry in relation to current and future projects, ICN Victoria is performing industry sector analysis to better understand the level of local industry capability to support project procurement opportunities. We are completing research across existing and emerging industry sectors to understand supply chain capability, constraints, gaps and opportunities for addressing sovereign risk.

ICN Victoria, in conjunction with the Victorian Government Australian Medtech Manufacturing Centre, completed analysis of the Australian and New Zealand medical technologies supply chain.

Desktop research identified 10,000 companies indicating an interest in providing inputs to directly participating in product manufacture or servicing the medtech sector.

The chart below outlines the number of Victorian-based manufacturers across the supply chain.



Our local successes

To facilitate the implementation of the Local Jobs First Policy, suppliers liaise with projects via industry events and the ICN Gateway as part of overall project Local Industry Development Plans. The Social Procurement Framework Policy asks businesses to think differently about value creation, challenging traditional understandings of value for money and bringing benefit to those who struggle to access employment.

Assistance is provided by the local industry and policy advisers from ICN Victoria to connect businesses to projects and job opportunities and highlight local capability to grow local content and social opportunities.

Stable Engineering West Gate Tunnel Project

Stable Engineering is the fabricator and supplier of anti-bog mats, a product that ensures the stabilisation of large mobile cranes operating on unstable ground during erection of very heavy lifts.

Stable Engineering secured a significant order on the West Gate Tunnel Project, the \$6.74 billion major road infrastructure project linking the Westgate Freeway to Citylink via the industrial area in western Melbourne.

They operate out of the Latrobe Valley and with over 40 years' experience, have over 140 workers and have contributed to over 4000 projects across Victoria and nationwide. Their specialty skills include high pressure parts work, turbine overhauls, process plant installation, pipe spooling and more.

ICN Victoria provided a referral for Stable Engineering based on their 20-year relationship with us, and they won the contract to manufacture and supply approximately \$1 million of anti-bog mats for the project. This order contributed to the West Gate Tunnel Project meeting its LIDP steel commitments and through the scope of the works, 10 local people were engaged to assist in completing delivery of the anti-bog mats.



Stable Engineering West Gate Tunnel anti-bog mat manufacturing; Crane on anti-bog mat in situ

Stilcon Steel Metro Tunnel Project

Stilcon Steel is a steel supplier for the Metro Tunnel Project, including fabrication, coating and installation of walkway brackets, chequerplate, handrails and installation of acoustic tiles within the tunnel and Anzac Station. The project is estimated to cost \$12.5 billion with an expected completion date of 2026.

Noel Morton of ICN Victoria nominated Stilcon Steel as a potential supplier to this contract, based on ICN Victoria's knowledge of their capability, size of operational facilities and project history. Stilcon's contract secured 12 months work at approximately 40 percent of turnover and around 45 people employed through the project in fabrication and install per month. All content was sourced from Australia, including 1600 tons of steel, 10,000 brackets, 10,000 chequerplate units, 15 kilometres of handrail and 30,000 m² of tiles.

Stilcon Steel is based in Sunshine West with 150 full time employees and has been in operation since 1987. Their other state government funded project works include the Chisolm Road Prison and the level crossing removal works.

Stilcon Steel also supported the set up and continuous output of Borun Trading, a small local Indigenous-owned business run by a young team who specialise in the purchase and distribution of construction materials, plant and equipment.



Stilcon Steel Metro Tunnel installation; Dianne and Noel from ICN Victoria with Stilcon employees in the tunnel

Viridian Glass Geelong Arts Centre

Viridian Glass is the North Geelong manufacturer that created 220 panes of architectural glass for the \$140 million redevelopment of the Geelong Arts Centre in Little Malop Street.

Geelong Industry Adviser Peter McCracken, working in partnership with Viridian, made the connection with Lendlease and Development Victoria to facilitate work on the redevelopment, assisting the creation of local jobs and growth opportunities for local companies.

At its purpose-built facility, Viridian employs the world's most advanced architectural glass processing equipment; processing, toughening, ceramically printing, double glazing and laminating the glass panes for the Little Malop Street redevelopment. These high-performance glass panes will help the Geelong Arts Centre capture more natural light without emitting radiant heat, maximising daylight and energy efficiency.

The Geelong Arts Centre order represents an exciting new chapter for Viridian and its staff of 75 employed at the North Geelong facility. As well as being a boost for local jobs, having the architectural glass manufactured locally reduces the risk of supply-chain delays. The project is expected to be completed in late 2023.

After years of manufacturing automotive glass, Viridian's North Geelong factory has transitioned into Australia's largest purpose-built architectural glass processing facility.



Geelong Arts Centre redevelopment

Latrobe Valley Enterprises providing meaningful employment

Latrobe Valley Enterprises (LVE) works as a social enterprise in Morwell in the Gippsland region, providing meaningful employment for people living with disabilities for the past 54 years.

LVE has 113 employees, 88 of whom have varying disabilities (both physical and/or mental), who deliver a diverse range of products and services, including sign-making, grounds maintenance, facilities management, recycling document destruction, business support, and pick and pack services.

Connectivity with ICN Victoria has been critical to their success. LVE is active across all ICN Victoria's events and utilise the networking opportunities provided, attending regional showcases and industry project briefings wherever possible to make connections with project owners.

"Through ICN, we've won work on the Metro Trains Project, the Cross Yarra Partnership, the Level Crossing Removal Project and the Latrobe Valley GovHub. We were also introduced to Downer Group by ICN and we now have a five-year contract working on a metropolitan roads asset maintenance program in Melbourne. Attending the ICN industry briefings are key, you can't expect the work to be delivered to you, you have to put yourself out there and look for it," said Suzanne Lewis, Interim CEO at LVE.

Using the ICN Gateway, LVE is now seeking work in other states, particularly the ACT. LVE is also using the services provided by ICN Victoria to update their capability statement on Gateway as their services expand and they tender for projects.

The Social Procurement Policy has benefited the company hugely, bringing employees opportunities for meaningful work, financial independence and better social outcomes by experiencing true inclusion in the community. To see their work out in the community, develop their skills and take pride in their work enables them to develop goals for their future.



L-R: Carla Costantino, Suzanne Lewis, Rebecca Lee, Colin Young



icnvic.org.au